

4-2009

Information Outlook, April/May 2009

Special Libraries Association

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Recommended Citation

Special Libraries Association, "Information Outlook, April/May 2009" (2009). *Information Outlook, 2009*. 3.
https://scholarworks.sjsu.edu/sla_io_2009/3

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THE MAGAZINE OF THE SPECIAL LIBRARIES ASSOCIATION



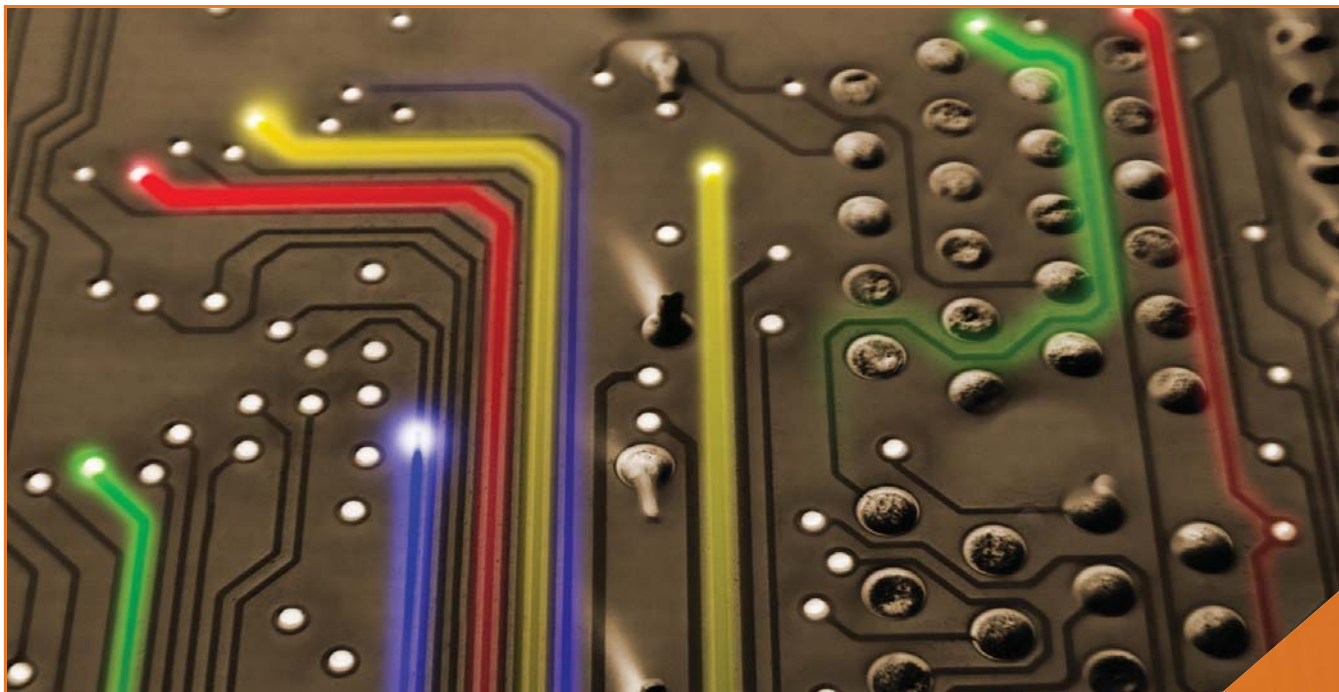
‘TELL ME WHAT YOU KNOW’

AN INTERVIEW WITH GEN. COLIN POWELL,
KEYNOTE SPEAKER AT THE SLA 2009
ANNUAL CONFERENCE



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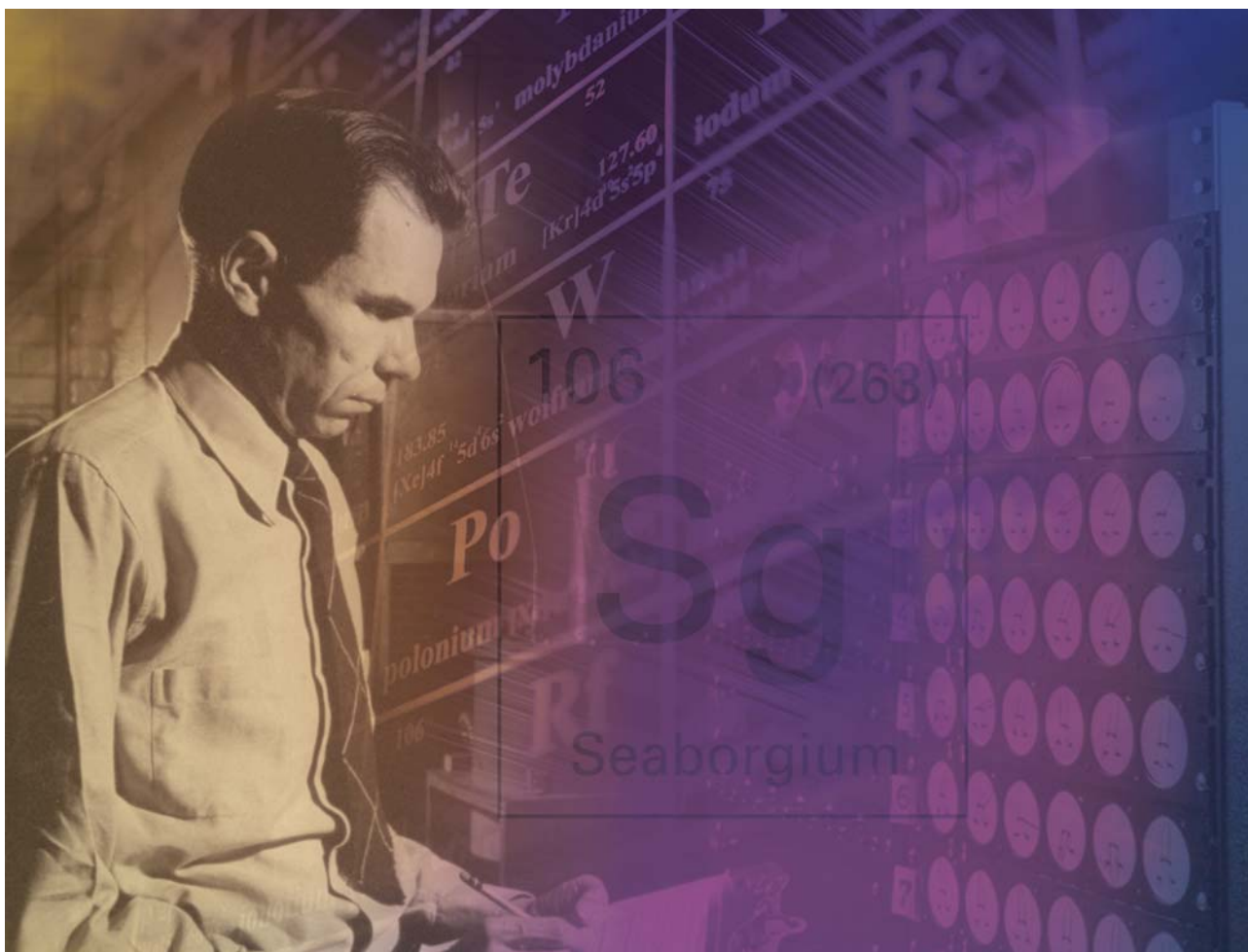
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— Glenn T. Seaborg, ACS President, Priestley Medalist, Nobel Laureate in Chemistry

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'Tell Me What You Know'

AN INTERVIEW WITH
SLA'S CONFERENCE
KEYNOTE SPEAKER

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information outlook

The Magazine of the Special Libraries Association
Vol. 13, No. 03
April/May 2009

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Information Outlook[®]

(ISSN 1091-0808) is published 8 times a year
(January/February, March, April/May, June, July/
August, September, October/November, December)
by the Special Libraries Association,
331 South Patrick Street, Alexandria, Virginia
22314, magazine@sla.org, +1 703.647.4900

Subscription Rates:

Annual subscription, US\$ 160 United States;
US\$ 175 International. Single issue, US\$ 15.
Please report missing copies promptly to
publications@sla.org. To ensure continuous delivery
of *Information Outlook*, please notify SLA promptly
of address changes by writing membership@sla.org.
When submitting address changes, please include
all the information on the mailing label. Changes
may not go into effect for four to six weeks.

Postmaster:

Send address changes to Subscriptions,
Information Outlook, Special Libraries Association,
International Headquarters, 331 South Patrick
Street, Alexandria, VA 22314-3501, USA.
Periodicals postage paid at Alexandria, VA, and at
additional mailing offices. Canadian Publications
Mail Agreement #40031619. Return Undeliverable
Canadian Addresses to: P.O. Box 1051, Fort Erie,
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Seeking Inspiration to Guide Our Future

I see so many opportunities for both new and longtime members to engage in the discussion about our future.

BY GLORIA ZAMORA, SLA PRESIDENT



We're having a celebration in June, and you're invited!

The biggest event (by far) of our centennial year is our annual conference, which will be held 14-17 June in Washington, D.C. I don't know if the annual conference advisory council possesses a sixth sense, but they sure hit the mark with their theme, "From Information to Inspiration: Knowledge and Vision Shaping the Future." With the major changes taking place in our economy and society, there is no better time than now to seek inspiration in shaping not only our profession's future but our employers' futures.

Our keynote speaker, former U.S. Secretary of State and retired Army Gen. Colin Powell, has the leadership experience to inspire us to see a greater vision for our association. Because Gen. Powell was the chairman of America's Promise Alliance, an organization dedicated to ensuring that America's children have access to the resources needed to make them responsible, productive adults, I envision him calling on us to contribute to this cause—to offer our knowledge of information, and our dedication to service, to help not only America's youth but youth and adults throughout the world to move forward.

The workshops and seminars promise to be inspiring as well. The conference planners from the divisions, along with the centennial commission, have put together an outstanding set of programs and activities. In reviewing the preliminary conference program, I see so many opportunities for both new and longtime members to engage

in the discussion about our future and prepare themselves for this challenge.

A quick glance at the titles of the many workshops and seminars demonstrates the diversity of the conference program and highlights the fact that the information profession is anything but staid, quiet and dull. Three of my favorite titles are "Creating Groupies: How to add value, make yourself irreplaceable and beat the pants off Google," "*Onion* editor calls for an end to reading," and "Lies, damned lies, and annual reports." If it's personal fulfillment you want, you can learn about succession planning and find out how to be socially responsible when making decisions.

When you're not attending a session, you'll want to visit the INFO-EXPO and meet with the more than 300 exhibitors who'll be demonstrating the latest in information and technology products. To some information professionals, this is the foremost reason to attend an SLA conference. SLA has probably the best INFO-EXPO of any professional organization, and it alone is worth the registration price.

If you want to broaden your horizons, sign up for the tours to the remarkable museums and institutions that Washington, D.C., has to offer. From Mount Vernon to the Library of Congress to the Holocaust and Spy Museums, Washington has plenty of sites to inspire the imagination. I cannot underestimate in any way the enormous amount of work put in by the Washington, D.C. Chapter to ensure that we all have a wonderful time in their home town.

Whether you're touring the town, walking the aisles of the INFO-EXPO, or attending a session, you'll be surrounded by—and have the opportunity to network with—your fellow information professionals. Whenever SLA members are asked to name the most important benefit of membership, networking is *numero uno*. What does networking mean to most of us? It means the ability to interact with colleagues, virtually and in person. It also means learning from a diverse group of individuals bound together by a common interest. These opportunities are what make SLA membership so vital to professional growth, and each of us has the opportunity to participate in SLA's greatest networking event, the 2009 Annual Conference.

Of course, I would be remiss if I did not mention the Alignment Project. In January, we rolled out some major results of the past two years' research; at the conference, we should have additional information to share with you on this exciting initiative. I know you will be as anxious as I am to hear more about new growth opportunities for SLA and key value drivers for the association and our profession. Until then, keep repeating this mantra: Align in '09!

Finally, the centennial commission will have some additional tricks and activities to unveil in Washington, including the announcement of the membership's decision on the winner of the centennial video contest. And you never know who might show up to wish us well on our 100th anniversary. Those of you who were in Savannah earlier this year were introduced to the reincarnation of John Cotton Dana. Who might be visiting us in Washington—someone from the past, or the future?

Please join me in June in Washington, D.C., to find out! **SLA**

SLA Partnerships Provide Educational Opportunities

Agreements between SLA and two universities will enable information professionals to advance their knowledge and skills and save money.

SLA is partnering with two institutions of higher learning to create new opportunities for information professionals who want to advance their careers.

One partnership, between SLA and San Jose State University's School of Library and Information Science, will benefit information professionals who want to earn a master's degree in library and information science (MLIS) with a focus on business skills and executive-level training. The Executive MLIS Program, much of which can be completed through distance learning, is designed for library or information science professionals with at least three years of experience who do not already hold an MLIS.

The other partnership, with Kent State University, will allow SLA members to receive a 10 percent discount on tuition for online master's degree programs through the School of Library and Information Science (SLIS). Kent State University currently offers both an online certificate and master's degree in knowledge management through the Information Architecture and Knowledge Management (IAKM) Program.

In the Executive MLIS Program at San Jose State (SJSU), a cohort of SLA members will study broad-based library as well as business and management skills and explore leadership topics such as program evaluation, human resources management, marketing, and financial management—areas that are not typically included in MLS/MLIS programs. The program is especially appropriate for SLA members who require unique skills to thrive in a government, corporate, legal or other specialized information management setting.

Ken Haycock, director of the SJSU School of Library and Information Science, says the 26-month program is designed for library and information professionals who in the past chose not to pursue the MLIS in its traditional format because of roadblocks such as full-time residency requirements, the perceived relevancy of the degree to management positions, or a curriculum that did not take into account professional experience.

The SLA member discount at Kent State applies to the online certificate or master's degree in knowledge management and is not available for on-campus programs. Admission requirements include an earned undergraduate bachelor's degree, grade point average (GPA) thresholds, work experience, and letters of recommendation.

According to the 2008 SLA Salary Survey and Workplace Study, 78 percent of surveyed hiring professionals identified knowledge management as an "important" or "very important" skill set. Additionally, information professionals working in knowledge management specialty roles in all types of organizations enjoy higher-than-average salaries across the board. The 2008 survey results indicate that knowledge management professionals earned an average of US\$ 85,039 annually, compared to US\$ 71,812 for all survey respondents.

To learn more about the Executive MLIS program, visit <http://slisweb.sjsu.edu/execmlis/>.

For additional information about the master's degree in information architecture and knowledge management at

Kent State University, visit <http://iakm.kent.edu/>.

SLA Announces Candidates for 2010 Board of Directors

The SLA Nominating Committee has approved eight candidates to run for election to the association's 2010 board of directors.

The Nominating Committee annually solicits names of potential candidates from the membership and is responsible for putting together a slate of candidates that has exceptional talent, is professionally diverse, and provides regionally balanced representation. SLA members will have many opportunities to meet and hear from the candidates at the 2009 Annual Conference in Washington, D.C.

The candidates running for election to the 2010 SLA Board of Directors are as follows:

For president-elect

- Agnes Mattis, Skadden, Arps, Slate, Meagher & Flom LLP, New York City
- Cindy Romaine, Romainiacs Intelligence Research, Portland, Oregon

For treasurer

- Karen Kreizman Reczek, Bureau Veritas, Buffalo, New York
- Dan Trefethen, The Boeing Company, Seattle, Washington

For chapter cabinet chair-elect

- Elizabeth Blankson-Hemans, Dialog, London, U.K.
- Debal C. Kar, The Energy and Resources Institute, New Delhi, India

For division cabinet chair-elect

- Mary Ellen Bates, Bates Information Services, Longmont, Colorado
- Stacey Greenwell, University of Kentucky, Lexington, Kentucky

The election will be held electronically in mid-September. The elected candidates will take office on 1 January 2010. **SLA**



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Wikis, blogs, and discussion lists allow you to share information and advice with your colleagues. Explore and expand your networking opportunities. Get the latest information on everything from your chapter or division to the SLA Centennial Celebration.

For more information and to view a full list of SLA member benefits, visit www.sla.org and click Membership/Member Benefits. New benefits, services, and discounts are added frequently.



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Corporate Information Services Keen to Show Value

Information professionals are scrambling to control their costs and benchmark their performance to mitigate the impact of the economic slowdown.

Their budgets under pressure and their staffs shrinking, business information departments are focusing more than ever on showing how they add value to the corporate bottom line, according to a survey of information managers in the United Kingdom.

The survey, conducted by *Business Information Review*, addresses the top strategic and management issues facing business information services and how these issues affect information users and their parent companies. Nearly half of the 23 information managers interviewed said they have already suffered cuts of more than 10 percent in their current budgets, and a majority expect their funding this year to be “significantly less” than in 2008.

“We face almost certainly the biggest business slowdown and economic recession in the long history of this survey, which began in 1989,” states an editorial introducing the survey. “If there was ever a time when these services required serious management and cried out for benchmarking and other forms of comparison and analysis, then it is now.”

The interviews with information managers revealed the following key trends:

- Coordination of global corporate information management networks is increasing;
- Recognition of the need to establish tight cost controls within information departments is growing;
- The search for ways for information departments to add more value to the business is growing more intense;
- Financial restrictions are affecting service development capability and speed of response;

- Information discovery skills are increasingly being recognized as a key priority by senior information managers looking at their skill mix; and
- Demands for more cost flexibility by vendors are growing.

The survey report did note one improvement from last year—no reports of “maverick spends” on information resources by other departments. This finding suggests that companies are being more strategic in their information spending and pushing all staff to channel requests through dedicated internal services rather than finding individual solutions.

White House Agenda Could Affect Info Pros

U.S. President Barack Obama has released his administration's positions on issues ranging from reviving the economy to providing affordable health care to achieving energy independence, and at least some parts of his agenda—notably the provisions related to technology and the Internet—could have a profound affect on information professionals.

The president's technology proposals comprise one of 23 sections of the new administration's domestic and foreign policy agenda. Together, the proposals in the technology section seek to achieve seven goals:

1. Ensure the full and free exchange of ideas through an open Internet and diverse media outlets;

2. Create a transparent and connected democracy;
3. Deploy a modern communications infrastructure;
4. Improve America's competitiveness;
5. Prepare all U.S. children for the 21st century economy;
6. Prepare adults for a changing economy; and
7. Employ science, technology and innovation to solve America's most pressing problems.

Although the entire technology section of the agenda affects information professionals, SLA leaders regard goals #1, #2 and #4 as the most important. For example, the goal of protecting openness on the Internet is critical to a free and competitive society, though in the past it has raised many privacy issues. The proposals in this section, in addition to protecting children, will also strengthen privacy protections and hold government and business accountable for violations, which should balance protection and privacy concerns.

SLA supports and interacts with groups that work toward open government and more effective uses of sustainable technologies to maintain and access government information. The Obama administration has announced it will appoint the nation's first chief technology officer (CTO), who will work with the chief technology and chief information officers of each of the federal agencies to ensure they use best-in-class technologies and share best practices. This is an area in which SLA will want to be involved on many levels.

For more information about the Obama administration's agenda and SLA's positions on various proposals, visit http://slaconnections.typepad.com/public_policy_blog/.

Law Library Deans Call for End to Print Publications

The directors of 12 leading university law libraries met in Durham, North Carolina, in November and agreed on a joint statement calling for all U.S. law schools to stop publishing their journals in print format and rely instead on electronic publication.

"In a time of extreme pressures on law school budgets, moving to all-electronic publication of law journals will also eliminate the substantial costs borne by law schools for printing and mailing print editions of their school's journals, and the costs borne by their libraries to purchase, process and preserve print versions," the statement said. "Additionally, and potentially most importantly, a move toward digital files as the preferred format for legal scholarship will increase access to legal information and knowledge not only to those inside the legal academy and in practice, but to scholars in other disciplines and to international audiences, many of whom do not now have access either to print journals or to commercial databases.

The agreement, known as the "Durham Statement on Open Access to Legal Scholarship," also called on law school libraries to commit to keeping the electronic versions available in stable, open, digital formats.

"We also urge every law school to commit to keeping a repository of the scholarship published at the school in a stable, open, digital format," the agreement states. "Repositories should rely upon open standards for the archiving of works, as well as on redundant formats, such as PDF copies. We also urge law schools and law libraries to agree to and use a standard set of metadata to catalog each article to ensure easy online public indexing of legal scholarship."

Each of the library directors who signed the statement agreed to take it to the dean of their school for discussion and signature. It has also been

signed by the chief information officers at top U.S. law schools.

For more information about the statement, visit <http://cyber.law.harvard.edu/publications/durhamstatement>.

Business Information Spending Rose 3.7 Percent

Businesses bought US\$ 113 billion of information in 2008, an increase of 3.7 percent over 2007, but the growth in spending slowed across all information types, according to ResearchRatings.com.

Spending on financial data and analytics grew the fastest, at nearly 9 percent, while spending on credit ratings information fell by 22 percent, the biggest drop. Overall, the industry sectors showing the highest growth in 2008 included insurance, medical equipment and business software and services; those with the lowest growth included pharmaceuticals and financial services.

The industries that spend the largest sums of money on information are investment banking, retail banking and consumer packaged goods. Due largely to the distress in the first two markets, growth in overall spending declined 8.4 percent from 2007.

Stuart Butler-Smith, founder of ResearchRatings.com, predicts that business information spending will decline roughly 1 to 2 percent on average in 2009, but first quarter spending will be very slow. The strongest annual growth is likely to come from risk management information companies and firms that provide services related to regulatory compliance.

For more information, visit www.researchratings.com. **SLA**

Info File

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Gen. Colin Powell speaks to students attending the University Presidential Inaugural Conference, a four-day program of events held during the inauguration of U.S. President Barack Obama. *Photo by Jessica Dickinson Goodman.*

'Tell Me What You Know'

THE KEYNOTE SPEAKER AT SLA'S 2009 ANNUAL CONFERENCE TALKS ABOUT DERIVING KNOWLEDGE FROM INFORMATION, THE VALUE OF WIKIS, AND THE NEED TO EMBRACE TECHNOLOGY.

Having guided U.S. military forces during wartime and overseen U.S. diplomatic efforts in the aftermath of the September 2001 terrorist attacks, retired Gen. Colin Powell understands better than most the necessity of receiving good information. On Sunday, June 14, Gen. Powell will share his experiences and insights as he delivers the keynote address at the opening session of the SLA 2009 Annual Conference.

Information Outlook spoke to Gen. Powell earlier this year and asked him about a few issues of importance to information professionals. Following is a transcript of the conversation:

Q: SLA members are information professionals who work in government agencies, corporations, academic institutions and other organizations that rely on well-vetted information to do their work. Do you have any advice for them on how they can demonstrate their organizational value in this cost-cutting climate?

I know some of your members are a little concerned that in my days as secretary of state, I would charge my people to get into the 21st century. On one occasion, to get their attention, I said, "You've got a lot of stuff in your offices you don't need anymore. I want you to be able to go online."

This is what I would also say to your members, and I know they know this

because I see it at my special collection at the National Defense University. The information age and the Internet age and the age of search engines and Google and Facebook and MySpace and Twitter are upon us. And if you want to be relevant to the information needs of the 21st century, all of us—users and librarians—have to understand that information isn't just printed ink on paper sandwiched between two hard covers anymore. It is increasingly digitized, it is increasingly scannable, it is increasingly moved around not by taking a book off a shelf but by sending it electronically.

The libraries I see that really understand what's going on are moving in this direction. The Fairfax County (Va.) Public Library near my home has almost as many computers as stacks of books, and the computers are always being used.

So I don't find the electronic age to be a threat to libraries. It's a challenge, but not a threat. In the new age of

"In the new age of assembling and disseminating information, there will still be a need for special libraries and librarians."

assembling and disseminating information, there will still be a need for special libraries and librarians.

Q: During your military and diplomatic careers, information came to you by way of briefings and so forth. As a private citizen, you presumably have to find a lot of the information you need by yourself. Have you encountered any special challenges in doing so? Do you consider yourself at home in the online world?

Yes, very much so. All day long in my home office I have at least two computers running, and I live on search engines and I'm pretty good at it. I bought 44,251 computers for the State Department when I got there in 2001 because I found out they were still using Wang computers. So we digitized the department and increasingly moved to electronic transfer of information.

This did not take away from the value of our special library and its holdings—in fact, at the same time we were investing in computers, we were investing in the Ralph Bunche Library. So I see them as one and the same. Sometimes you're working with printed letters on

paper, and sometimes you're working with electrons on screens.

I was also on the board of directors of AOL for five years in the 1990s, and I got a pretty good indication of what was happening with respect to the packaging of information and the use of information in our society.

Q: Making computers widely available is certainly a positive development, but with expanded access to information comes the challenge of distinguishing between information that's reliable and information that isn't. What role can leaders play in ensuring that everyone throughout their organization has access to sound information?

As a leader, both in the military and in the State Department, I wasn't just looking for information for my staff—I was looking for *knowledge*. I can get information and be swamped by it, but I needed people between me and the bulk of the information to start to sort it out and make it meaningful and useful for me.

There's a little expression I always used with my intelligence people, but

“

On all U.S. military bases there's a post library that, in some ways, is a special library for military families. It's a place our kids used when they were younger to get the information they needed to finish their school work.

Every time we moved from one post to another, we always knew what the library would look like and how it fit into the neighborhood community. That made it a source of stability. Military bases are neighborhoods where you have to bring in new neighbors quickly, because they may only be there for a year. And when they go to the next base, things have to look familiar. That's how we ensure stability in military families.

So the post library is one of the stabilizing factors in military life. My wife and I have always been great admirers of libraries and especially this kind of library. Alma served as a volunteer at many military libraries in the course of her career.

In the public phase of my life, special libraries have played an important role as well. At the State Department we had a special library, the Ralph Bunche Library, which I'm very proud of and which we were expanding under my tenure. The Bunche Library focused on the diplomatic history of the United States and had resources that you wouldn't find in many other places.

Now, at the National Defense University at Fort McNair, I'm proud to say that my papers and memorabilia and things I've received over the years that I treasure are part of its special library collection. Many of the curators and librarians from NDU will be attending the SLA Conference, and they tell me they're going to be in the front row at my speech, cheering or throwing things—I'm not sure which!

-Gen. Colin Powell

”



Mementos from Gen. Colin Powell's career, including his stints as secretary of state and chairman of the Joint Chiefs of Staff, are displayed at the National Defense University Library. The National Defense University, located at Fort Lesley J. McNair in Washington, D.C., is the premier U.S. center for professional military education.



Gen. Colin Powell's military uniform (left) and honors and awards he received during his career (right) are displayed at the National Defense University Library. Powell is a graduate of NDU and has spoken there many times; in 2006, the Colin L. Powell Chair for National Security Leadership, Character, and Ethics was established at the university.

it's relevant to all information gatherers. It goes like this: Tell me what you know and you're sure of; tell me what you don't know and you're sure you don't know it; and tell me when you're guessing about something. I'll always hold *you* accountable for what you tell me you know and what you don't know, but if you tell me what you think—what you're guessing about—and I act on that, then *I'm* responsible.

So I've always forced my people to compartmentalize their information into segments of knowledge—the things they're sure about, the things they don't know, and the things they're guessing about. That was the way I used my people to sort through information to gain knowledge.

Something new has happened in the last five to eight years that talks to this question directly, and that's the wiki phenomenon. Wikipedia started out with the idea of using experts to write about a subject, and in short order, the founders of Wikipedia realized it wouldn't work. So then they said, let's let everybody contribute. That produced

chaos and errors, and a lot of people thought they could put stuff on the wiki that wouldn't be accurate.

But I think what we found was that if enough people participate, you'll have everyone watching everyone else, and sooner or later the bad information will be purged out and you'll have a pretty good result. I use search engines and wikis and yes, I will find errors, but I find that the articles are written to a degree of accuracy of about 80 percent by people who are experts. The other 20 percent is provided by people who are checking on the experts and adding information, color, tone, and tint to the article. I think that's where Wikipedia and similar sites have become major sources of knowledge for people around the world.

Q. SLA members are responsible for playing that role, for conducting research and identifying the sources of good information and bringing it into organizations. In your experience, how important is that role, and do you see a continuing need for that role?

I think we will continue to see a desire for SLA members, for people who can bring good information forward. But they're information specialists; they're not the knowledge experts usually. By that, I mean that if you give me and my staff the good information we need and you toss aside the information that's flawed and that really doesn't answer the questions I'm asking, it's up to us to extract the knowledge from this information.

The way I use my folks at NDU is to send them e-mails all the time—get me every speech I ever wrote about civil rights, get me the paper I wrote on this subject back in the 1990s, look through the picture file and see if you can find the photo taken of me and Mikhail Gorbachev in 1989. And since most of this is digitized now, they can usually respond to me almost instantaneously.

So, are they providing me information, or are they providing me knowledge? I think it's a combination—they're providing me the information, but they've gone after it with the knowledge of what I was looking for and how best to serve me.

So I think it's a mixture here—first and foremost they're information gatherers, but they also apply some knowledge to the task of gathering information. But ultimately it's the information *user* who has to decide to how to turn that information into knowledge.

Q: You've held leadership roles in organizations in the military, the government and the private sector. What differences and similarities have you observed in how these different sectors obtain and use information?

I'm proud to say that the military has been in the forefront because the information we gather about the enemy is a life-and-death matter. So we probably have been willing to take more risks in trying out new technologies than others have over the years. We're the ones who invented GPS; we're the ones who invented the Internet. So the military has been in the forefront, but I would not say that others haven't tried new things as well.

I think everybody, increasingly, understands they'd better be using technology or they'll be left behind. My grandchildren—the two older ones, who are teenagers—are extremely computer-literate. They were born digital, as

“Ultimately it's the information user who has to decide how to turn information into knowledge.”

opposed to their grandfather, who was born analog and needs a converter. But even though they live on the Internet, they still use libraries.

Q: You've talked how you go about gathering information about the past through the research available to you. How do you go about gathering information you need to make decisions about the future?

The same way. The future is always an unknown. All you can do is take a look at history and at changes that are occurring right now, then try to project that history into the future and shape that projection by applying what the experts say the future is going to look like.

But my experience over many years is that it doesn't always turn out like you project. So the way you should use information and knowledge about the future is to examine alternative possibilities, not just assume a single outcome. We don't know what's going to happen.

Therefore, use information and knowledge to create alternative possibilities and then, as you go forward, see which one seems to be the most accurate approach.

Talking about the future reminds me of one other thing I'd like to say to your members. Special libraries do more than just provide information—they're also repositories of history. I think what makes me most proud of my special library at NDU is that it's a place where people can come and see some of the things I've received over the years. I'm not thinking so much about the medals or honors, but some of the letters and other memorabilia. If there wasn't a special library to show off these things, some of which are quite moving—letters young soldiers wrote to me, for example—if there wasn't some place you could show these things to the public, I don't know where we would do it. **SLA**



The Ralph Bunche Library at the U.S. Department of State is the oldest federal government library. It was founded by the first secretary of state, Thomas Jefferson, in 1789; in 1997, it was dedicated to and renamed the Ralph J. Bunche Library in honor of the late U.S. diplomat who was the first African-American to win the Nobel Peace Prize. The library has a large collection of unclassified and published information sources on foreign relations.



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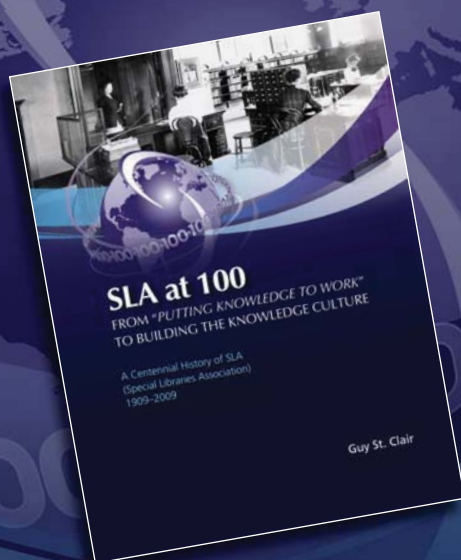
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Understanding and Using the New Census Data

THE LONG FORM OF THE CENSUS IS NO MORE. WHAT WILL YOU DO THE FIRST TIME SOMEONE ASKS YOU FOR THE NUMBER OF PEOPLE IN YOUR HOME STATE WHO DON'T SPEAK ENGLISH OR WHO RENT THEIR HOMES?

BY ELANA BROCH, PHD, MLIS

Since its inception in 1790, the U.S. census has been a decennial count of people in the United States on Census Day. In the intervening years, the universe of people included in the count has changed, as has the mechanism by which this occurs (but that's a story for another time).

When you hear the term "census data," it can refer to any of the many products produced by the Census Bureau. These products include the following:

Short form. This count of the U.S. population is used for, among other

things, the apportionment of congressional seats and counts of sex, race and Hispanic origin. Issues of undercounting undocumented workers and homeless people aside, there is believed to be little error in the counts that are produced. The short form results are referred to as a 100 percent sample, though of course a 100 percent sample is an oxymoron (that, too, is a conversation for another time).

Long form. If you have used data on topics such as language spoken at home or migration patterns, you have most likely used long form data from the

decennial census. This data, typically based on information gathered from about one in six U.S. households, has been massaged to create projections for all households. The long form also contains the short form questions about gender, race and Hispanic origin.

Projections and annual surveys. As 2010 approaches, counts based on the 2000 census become increasingly outdated. To address this, the Census Bureau's Population Estimates Program annually projects U.S. and state populations forward in time, taking into account births, deaths and migration patterns. In addition, annual surveys such as the Current Population Survey (CPS), which is based on a very, very small number of people, are used to estimate unemployment rates, income, educational attainment, and so on.

It is worth emphasizing that every data product but the short form produces only estimates. Thus, when the *New*



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York Times published an article in 2003 with a headline stating “Hispanics Now Largest Minority, Census Shows,” the information was based not on counting every person in the United States but on projections and estimates.

Long form and CPS statistics are based on samples and thus will have “sampling error.” As a rule, the smaller the sample, the greater the sampling error. Fortunately, statistical techniques are available to address this imprecision; unfortunately, these techniques are not perfect and will never yield the accuracy of a 100 percent sample. The sampling error inherent in this approach requires the utilization of standard errors (see the sidebar), but these are rarely acknowledged when interpreting results.

Keeping Data Current

In addition to the omnipresent issue of sampling error, the long form statistics become outdated by the end of each decade. In an attempt to obtain data more frequently, the Census Bureau has introduced the American Community Survey (ACS), which is based on a larger sample than the CPS. By 2010, ACS data will be available for all topics that would have been covered by the long form.

After their initial release, all ACS data products will be updated annually. While the ACS will produce more current results than the long form, it, too, is based on sampling—in fact, on much smaller samples than the long form. In other words, the interpretation of results cannot ignore sampling errors, the presence of which makes drawing conclusions more complicated.

There are major differences between

STATISTICAL TERMS USED IN THE AMERICAN COMMUNITY SURVEY

When a sample is used to draw conclusions, there is always sampling error (errors that occur because only part of the population is directly contacted). Statisticians indicate the degree of this error by referring to the *standard error*. The standard error takes into account the size of the sample and reflects the fact that the bigger the sample, the more likely it will reflect the population of interest. Using their best guess of the standard error, statisticians report results of surveys using either *the margin of error* or *confidence intervals*. All published ACS margins of error are based on a 90 percent confidence level.

An excellent source of information regarding these concepts can be found on the Census Bureau’s Web site at www.Census.gov/acs/www/UseData/Compass/Things_that_may_affect_the_estimates.ppt.

the long form and the ACS, and this article can only scratch the surface. For example, it is very likely that you will want to compare 2010 data to 2000 data. Any statements about, for example, changes in population counts, migration patterns, employment status or poverty status must take into account the challenges in comparing the 2000 long form to the 2010 ACS (see www.Census.gov/acs/www/UseData/compACS.htm).

The ACS is an ongoing monthly survey; there is no more Census Day. Approximately 3 percent of the households in the United States will be surveyed in a given year. This year, for example, 250,000 households will be surveyed each month. Questions about the previous year (e.g., about income earned) will refer to different 12-month periods—known as reference years—and this window will move as the data collection progresses through the year.

Figure 2, taken from Mather et al. (2005), shows these reference years within the ACS.

There are multiple sources of error in this approach. First, it is easier to recall your 2008 income when asked in April 2009 (because you’ve just filed your income taxes) than to recall your income from April 2008 through March 2009 (Herman 2008). Second, respondents within the same reference year report on different time frames, yet their results are averaged together for reporting purposes (Mather et al. 2005). Changes in an individual’s personal circumstances are confounded with changes in the economic climate. In the current volatile economic times, this confounding may be quite extreme. All these factors make interpretation more difficult than if everyone were reporting information using the same Census Day.

Available data will depend on the size of the population you are studying. Because of the realities of statistical sampling, the smaller the population, the more years of data needed. Single-year estimates will be available for geographic areas with more than 65,000 people, but it will be necessary to pool data across years for areas with fewer people. In particular, for places with 20,000 to 65,000 people, there will only be three-year averages; for places with fewer than 20,000 people, there will only be five-year averages (see Figure 1 for

Figure 1: The American Community Survey: Data Release Timetable

Data Product	Population Threshold	Year of Data Release							
		2006	2007	2008	2009	2010	2011	2012	2013
		Year(s) of Data Collection							
1-year Estimates	65,000+	2005	2006	2007	2008	2009	2010	2011	2012
3-year Estimates	20,000+			2005 - 2007	2006 - 2008	2007 - 2009	2008 - 2010	2009 - 2011	2010 - 2012
5-year Estimates	All Areas					2005 - 2009	2006 - 2010	2007 - 2011	2008 - 2012

Source: U.S. Census Bureau, 2009.

the release schedule). Note that for areas with 65,000 or more people, there will be one, two and three year estimates available.

By 2010, data should be available for the smallest areas around the same time we would have had long form data for these places. Once the data are available for a particular place, they will be updated annually. This is one of the strengths of the ACS, but also one of its limitations.

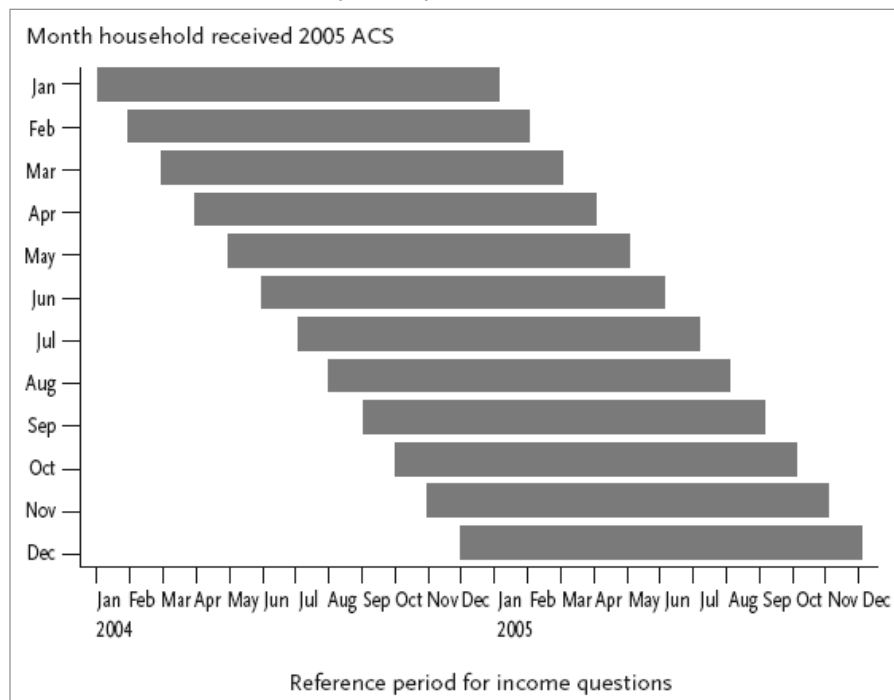
For example, you may be tempted to compare subsequent years, but if these are multi-year estimates, this approach would not be appropriate. Because 2005-2009 includes four years of data that overlap with 2006-2010, all but the most dramatic changes between 2009 and 2010 will be disguised. Furthermore, the sampling error involved in the estimates of small places may further mask changes. Citro and Kalton (2007) describe in great detail the importance of using non-overlapping samples when working with multi-year estimates.

Time to Start Learning

The bottom line is that you need to be aware of the source of the data with which you or your patrons are working. For example, if you are using American FactFinder on the Census Bureau Web site to access statistics, you will notice that in many cases you will need to choose between using Census 2000 or the American Community Survey (or Census 2010 in the not-too-distant future).

As a first step, I would take a look at an ACS questionnaire to get a sense of the amount and type of informa-

Figure 2: Reference Period for Income and Poverty Estimates from the American Community Survey



Source: U.S. Census Bureau, 2009.

tion respondents are asked to provide. Second, read the Mather et al. (2005) issue of *Population Bulletin*, which is an excellent overview. For the statistically brave, the executive summary in Citro and Kalton (2007) is excellent (and available on the Web). Finally, the Census Bureau Web site provides a lot of support, though I knew I was in trouble when I realized the "Quick Guide" to the ACS is 48 pages long.

While the complexities of the census landscape are increasing, there is no turning back. Much of the census data you will work with in the next decade will be derived from the American

Community Survey, and now is the time to start learning about it. Although I've only scratched the surface, I hope I've heightened your awareness to the point that the next time you read or hear a report about census data, you'll want to determine the type of survey method on which the results were based. **SLA**

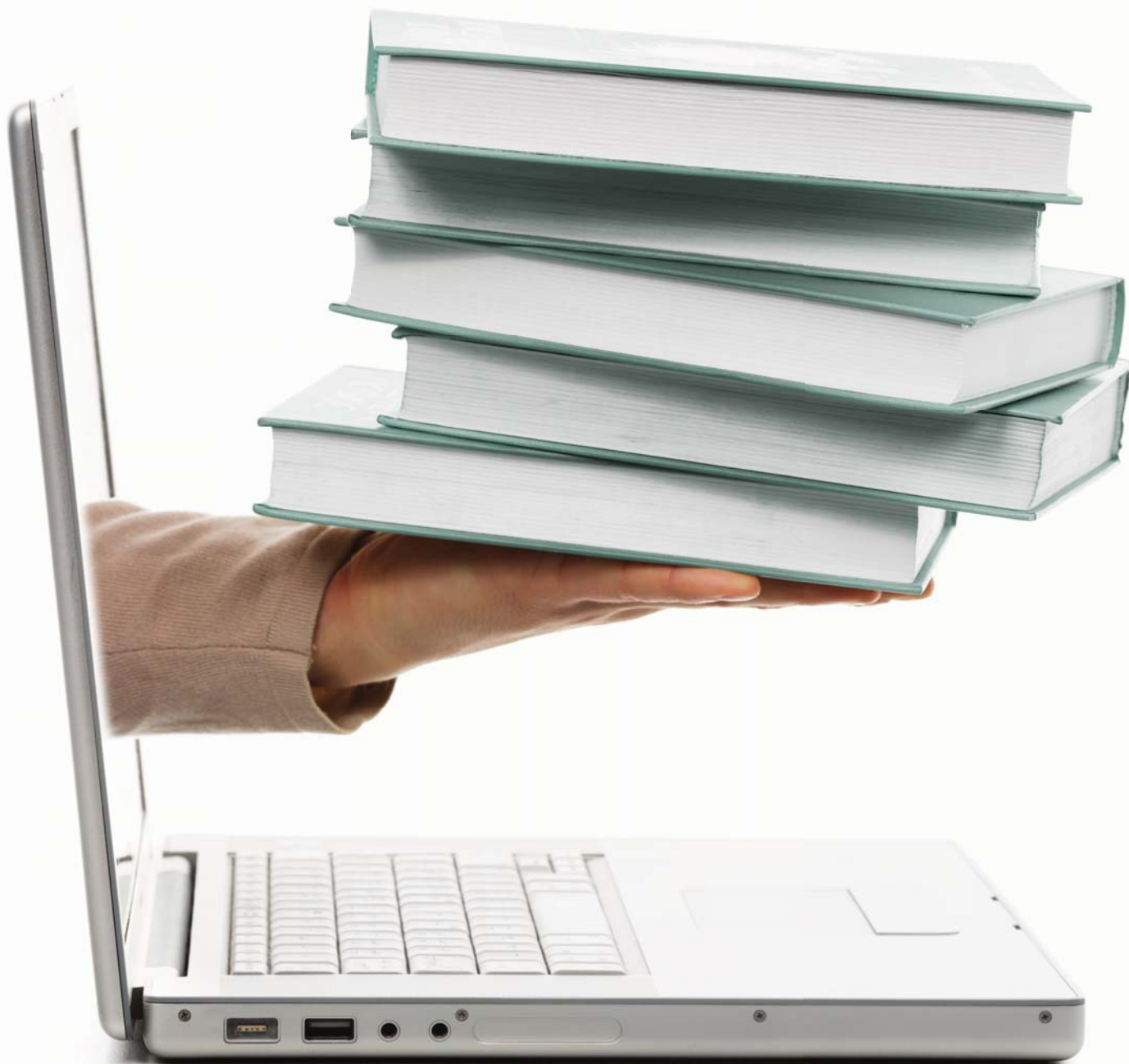
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THINKING ABOUT CENSUS DATA IN A NEW WAY

Point-in-time estimate: An estimate based on one point in time. For example, the long form estimates for Census 2000 were based on information collected as of April 1, 2000.

Period estimate: An estimate based on information collected over a period of time. For the ACS, the period is either one year, three years, or five years. See Figure 2 for an example of the period estimate for one year of income.



The 'Googlization' of the Library Collection

BY TAKING ADVANTAGE OF SEVERAL GOOGLE APPLICATIONS, MEMBERS OF AN ASSOCIATION ENJOYED GREATER ACCESS TO A RESOURCE CENTER'S COLLECTION AND WERE ABLE TO COLLABORATE ON MANY OF THEIR RESEARCH EFFORTS.

BY LORETTE S. J. WELDON, MLS

The future of the information professional depends on accessibility. Customers of public libraries, special libraries, and resource centers of private organizations want to gain access to specific kinds of information when they need it. The best vehicle for providing this level of accessibility is Google.

Many information professionals would define "Googlization" as digitizing a library or making something into a Google product. In this article, I am expanding that definition. Through the Googlization process, a library collec-

tion would become mobile and accessible. It would contain documents from your organization as well as from other organizations with similar interests. These organizations would allow you to form a network, with agreed-upon conditions on how to share their documents with your customers. This would create a type of research collaboration between these organizations and yours and would also open the door to your customers sharing the results of their research with you to possibly add to the collection.

Through this article, I will provide an

example of how the Googlization of a special library collection could point to the possible future of the information professional. The information in this article is based on a two-year doctoral study I conducted while serving as director of an association library.

Setting Benchmarks

The Association of Governing Boards of Universities and Colleges (AGB) is a worldwide advisor on governance and leadership issues to more than 1,200 academic governing boards, boards of institutionally related foundations, and campus presidents and provosts. In 1998, AGB created a library/resource center with the help of the family of its first president, Dr. John L. Zwingle.

As at most libraries or special collections, an information professional at the Zwingle Library & Resource Center is responsible for answering questions from users and staff and



LORETTE WELDON is director of research and technology at Knowmap: The Knowledge Management, Auditing, and Mapping Magazine and is the SLA Maryland Chapter archivist. She can be reached at lorette@weldon-researchers.org.

maintaining an online catalog and Web-based resources. Through these tasks, they identify current trends and best practices that may provide project ideas to the organization.

When I became director of the Zwingle Library & Resource Center (ZRC) in 2006, the collection was basically still in its infancy. No benchmarking efforts had been implemented to help guide the collection toward the next level of its evolution.

I performed a cursory comparison of other association libraries and resource centers that were similar in function and subject matter and found that they all seemed to charge for their services. The ZRC, on the other hand, was a member benefit. When members paid their dues, they gained access to the library and all its services through e-mail, telephone, and the postal system.

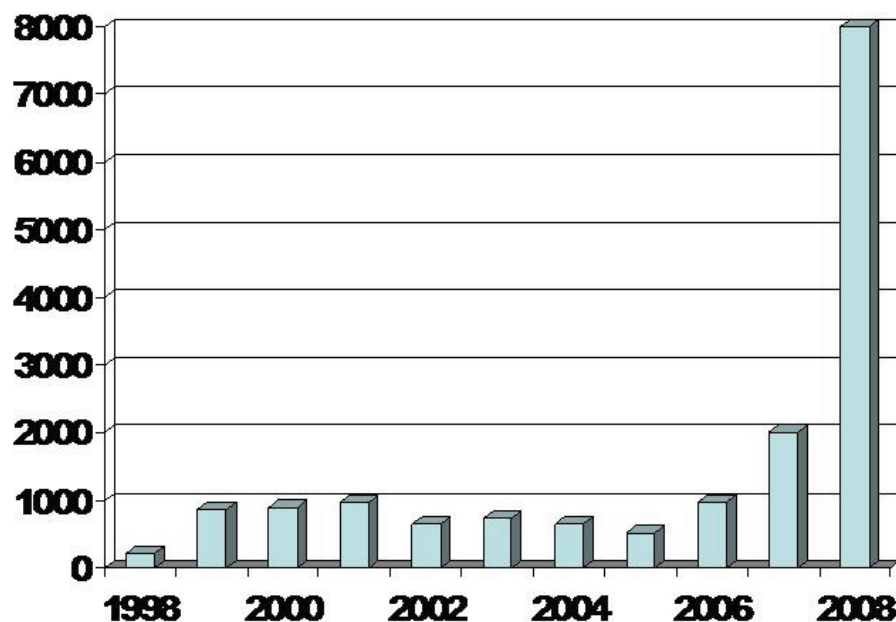
I wanted the interactions of AGB members with the ZRC to define what the library/resource center should be doing, both currently and in the future. Through this form of benchmarking, I could gain an understanding of who the ZRC was serving and how it was serving them. I could also learn what kinds of information AGB members were seeking and how to provide answers in the quickest and most efficient way possible.

To track member inquiries, I created an online request form using Google Documents. This information was captured within a Google spreadsheet that I could present as part of my quarterly reports. The request form asked for the following:

- Member's name;
- Member's title or position;
- Name, address and phone number of the institution the member represents;
- Subject of the question; and
- The question itself.

Using this information, I could measure customer service based on the percentage of questions answered and the average response time. The data showed that between 2006 and 2007, annual requests for assistance

FIGURE 1: PHONE AND E-MAIL REQUESTS FROM ZRC MEMBERS



Usage of the Zwingle Library & Resource Center was mostly flat from 1998 through 2006, but began to increase dramatically after the implementation of a "Googlization" process.

increased by more than 600; between 2007 and 2008, the total number of requests increased by more than 6,000 (see Figure 1).

To handle the increased volume of AGB members' interactions with the ZRC, the library collection needed to migrate to a more flexible platform to facilitate interaction and collaboration. The goals of the library collection had to be full-time access to an information professional, full-time access to documents (ready reference materials), and the ability to collaborate on research activities.

Providing Access to a Librarian

As the sole librarian at the ZRC (with no full-time help), I quickly found that I needed to be available not only on weekdays but also during weekends. I also learned that AGB members expected me to answer their questions in "real time," meaning that once a question was sent, an answer was expected that moment.

Through Google, I forwarded my work e-mail messages to a dedicated

g-mail account. I also made myself accessible through my cell phone. It was browser enabled, so I could have Google alert me whenever I received a new e-mail message. I wanted to be accessible to the members whenever they had a question.

I created a Google discussion group to allow AGB members to post ideas or advice to other members on different topics. The discussion group would meet twice a month through Google Documents. I would show members how to search for specific subject matter through the online Google Documents catalog for the ZRC. This proved to me that I would need to have access to a system that would allow online presentations to be viewed by multiple participants in real time, with audio capacity to hear the presentation and ask and answer questions.

If a member wished to talk to me free of charge, s/he could start a chat with me through Google Talk. The chat could develop into a full audio conversation if the member had a headset and microphone or a microphone with separate speakers. (At the

The collaboration of research activities was essential to the Googlization of the library collection. The members' insights into different subject areas of higher education governance gave substance to the items in the collection.

time this article was written, Google only offered one-to-one communication through this method. This also included video conferencing between the librarian and customer. AGB, however, allowed the library to have a phone card for up to 25 members to share the line with me.)

Providing Access to Documents

Google offered a "one to many" relationship that allowed AGB members to view one document at the same time. All I had to do was send an e-mail invitation to everyone who wanted to view the document and ask them to participate in an online meeting. If there were still questions unanswered at the end of the online discussion, I would conduct detailed research on the unanswered questions and compile my findings in a presentation that would be available for download through the ZRC's Google Document

Library. Members found it helpful that they could refer to questions similar to their own by searching through the ZRC library site.

I recognized that I needed to establish a collection development policy to identify, acquire and maintain documents and other materials focused on the organization's mission and subject area. During my study, AGB's main subject focus was on higher education governance, including trusteeship, institutional governance, and the academic presidency.

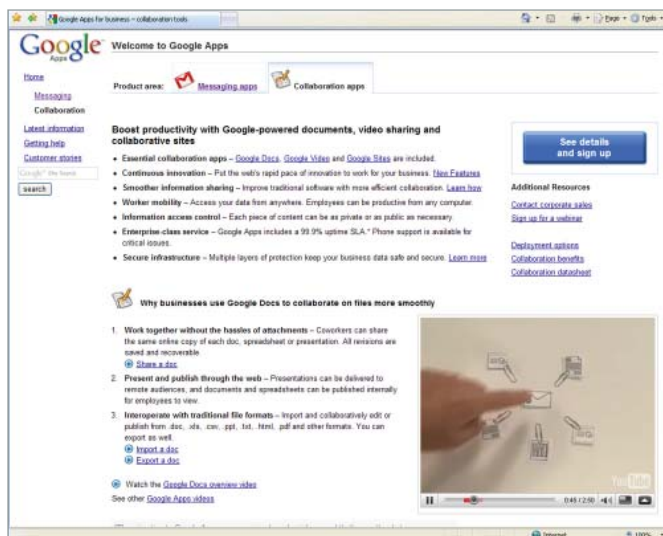
When creating the collection development policy, I kept the following in mind: the criteria for choosing materials for the online collection; the collection's limit (i.e., the line between items being included and excluded); and the sources (human or online) of more documents for inclusion. I organized the documents in a folder structure using the *Thesaurus of ERIC Descriptors* as folder labels.

Collaborating on Research

The collaboration of research activities was essential to the Googlization of the library collection. The members' insights into different subject areas of higher education governance gave substance to the items in the collection.

For example, I learned that AGB members wanted to hear or read about the experiences of other institutions with similar situations or problems. Members were especially interested in best practices and would ask specifically for them. The ZRC housed documents with current and archived facts, but first-hand experience could provide practical guidance on how to address real-world situations. Having a consultant tell them what to do was not the answer; instead, hearing a colleague discuss a personal experience seemed to be the key.

In response, I arranged sessions through Google where members could share their thoughts on certain sub-



Applications such as Google Documents (left) and Google Mail (right) enabled greater access to the Zwingle Library & Resource Center and its collections and also increased collaboration among center users.

Through the Googlization process, a library collection would become mobile and accessible.

jects. This served as their collaborative research time. I moderated the sessions, but the members could talk to each other while I took notes (after getting their permission).

The notes were later posted in the Google Document Library for other members to view. If others wished to add more to the discussion, they could post their thoughts to a discussion board.

I scheduled two online sessions each month whereby five members could share documents and display them to up to 200 members through Google Sharing. Again, a calling card had to be used for a large group of members so they could listen and respond to any questions.

I would begin each discussion with my findings on the chosen subject.

If others were scheduled to share information, they would assume a collaborator's role and discuss papers they had obtained from their board's collection or the library's collection or papers they had written. The sessions were informal in format, which kept information flowing to all the members in attendance.

Collecting Study Results

Within a month after I concluded my study, I sent a Web link to an online feedback form through a Google Documents spreadsheet to all recorded users of the ZRC. The feedback form was based on a 2007 form that the Association of Fundraising Professionals had used to conclude information requests. The main focus

of the form was to evaluate the users' interests in online resources, determine whether the library's services met their needs, and identify additional services they would like to see offered.

Online resources were presented as a group of choices, while service evaluations were collected through a rating system ranging from 0 (terrible) to 7 (excellent). Open-ended questions allowed AGB members to name services they would like to see offered. This feedback campaign gave AGB leaders a sense of what the ZRC was doing well and areas where it needed to improve.

My two-year study confirmed to me that there seems to be a need for constant communication between information professionals and their customers. Googlizing the collection of the Zwingle Library & Resource Center allowed this communication to occur. It also increased the library's use, from approximately 200 requests per quarter to 2,000. **SLA**

FIGURE 2: BENCHMARKING THE ZWINGLE LIBRARY AND RESOURCE CENTER

Organization	Subject	Research	Availability Hours
American Council on Education	Higher Education	Employees of associations located at One Dupont Circle; Washington Higher Education Secretariat members; Library is open to the public for on site use only.	Monday–Friday, 1:00–5:00 p.m., and by appointment
Association of Fundraising Professionals	Fundraising and Philanthropy	Services are free to AFP members. Nonmembers pay a nominal research fee.	Call toll-free at from 9:00 a.m. to 6:00 p.m. (Eastern) Monday–Friday or send an e-mail
Board Source	Nonprofit Governance	Send questions through online form	Not available
Council for Advancement and Support of Education	Educational Advancement	Professional membership	Not available
AGB's Zwingle Library & Resource Center	Higher Education Governance	Members and nonmembers who are in higher education governance	24 hours a day/7 days a week

A comparison of the Zwingle Library & Resource Center with information centers at other nonprofit organizations and higher education associations shows the dramatic difference in availability made possible by the Googlization process.

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As an embedded librarian, Reece Dano collaborates with multiple creative teams at Ziba Design. His “office” is often located in various “war rooms,” where designers engage in creative brainstorming. Behind him is a collage of visual ideas that relate to an environmental design project for a client in the hospitality industry.

10 Questions: Reece Dano

A CHANCE ENCOUNTER AT AN SLA STUDENT RECEPTION LED REECE DANO TO HIS “DREAM JOB” WITH A DESIGN CONSULTANCY THAT HELPS COMPANIES BETTER UNDERSTAND THEIR CUSTOMERS.

BY FORREST GLENN SPENCER

SLA member Reece Dano, 31, is a Zibite and is proud of it. Zibites are what the employees of Ziba Design call themselves. Reece is among the new generation of special librarians who serve in corporate settings but do not necessarily call themselves corporate librarians because they perform tasks and duties that may not be found in traditional definitions. He serves Ziba Design as an information specialist and specifically as an independent, embedded research consultant within the firm.

Q: Tell me about Ziba Design. What does it do?

Ziba is a strategic design consultancy focusing on developing innovative product experiences for consumers. We're headquartered in Portland, Oregon, with independent offices around the world. Ziba's areas of design expertise include products, human-computer interaction, environments, communication design, and design research and planning. We assist companies in aligning their values so that their product design and branding converge to create an authentic and meaningful experience for the

customer. We design everything from household goods to consumer electronics to retail services.

Q: What does your job at Ziba entail?

The information services group supports industrial designers, graphic designers, human-computer interaction designers, architects and ethnographic primary researchers. We provide services to the management team, business developers, creative directors, and top executives. Each of these groups occupies different areas of our building, so we've created small physical satellite libraries within each group in addition to the online resources we provide. We're constantly trying to surprise and delight the teams with new publications and media meant for creative inspiration.

Q: What do you do on any given day?

Primarily, as a secondary researcher, I'll work within Ziba's Consumer Insights and Trends group, which

Teaching people to fish doesn't necessarily reduce their hunger—it just makes them come back to you with even more nuanced and intriguing questions. That's when we know we're doing our job right.

It's not unusual for me to spend 40 to 60 hours reading sites like Facebook or Twitter to gather and analyze information on how 20-something mothers think about sustainability.

plans and provides the ethnographic research that helps the company ascertain the functional and emotional needs of consumers. It's these insights that provide the basis for product and experience design.

I also work to identify the global, market and consumer trends that are likely to influence design in the near- and long-term future. My job is to help generate hypotheses about consumers by analyzing relevant secondary market and consumer research. I make sure the group does not reinvent the wheel by duplicating existing academic or market research.

Next, I comb through the vast amount of user-generated information that individuals post online on social network sites and community message boards. It's not unusual for me to spend 40 to 60 hours reading sites like Facebook or Twitter to gather and analyze information on how 20-something mothers

think about sustainability.

This information provides the framework for how our primary researchers will go out into the field to test their hypotheses. Sometimes, for the more complicated projects, I'll go with the primary researchers to help interpret their observations in real time within the context of the existing research. Our goal in all of this is to create a close dialogue with internal and external clients.

Q: Who are some of your clients?

Procter & Gamble, Nike, Dell, Harvard Pilgrim, FedEx, Intel, Microsoft, Whirlpool, Umpqua Bank. We've built a lot of trust with our clients—for example, we've had a relationship with P&G for more than 13 years. We do a lot of work in connection with their household goods. They trust our research process, and they've taken some cues on how to make information transparent on the Web, especially the social Web.

Our research is about how to emotionally connect with consumers, and our clients have to understand what this means. Therefore, we have to foster close relationships with our clients.

Q: Can you provide any examples of your work with clients?

I remember we worked with a company that was having difficulties with compliance for a medication that older women were using. We felt they were talking to these women in the wrong way, and we wanted to understand why. To do so, we reviewed the generational experience of these women in the context of how medical paradigms changed over their lifetime. Our goal was to get at the collective reminiscent experience of these women.

Our review included the ways in which doctors and medicine were represented in American culture and society and how the politics of health changed during the feminist movement. We looked at old advertisements, government filmstrips, popular books on health such as *Our Bodies, Ourselves*—a wide range of materials. After our analysis and evaluation, the secondary research alone provided us with deep insights that helped us frame our ethnographers' subsequent discussions with these women.

Q: As a natural extension of your research duties, I understand you also help the company's business development team identify new opportunities.

That task is not limited to summarizing market reports or investigating companies; it includes training and instructing client relations personnel to gather their own competitive intelligence information through tools like RSS feeds and news alerts. Teaching people to fish doesn't necessarily reduce their hunger—it just makes them come back to you with even more nuanced and

Name: Reece Dano

Joined SLA: 2005

Current Status: Information Specialist, Ziba Design, Portland, Oregon

Previous Position: Library Intern, Ankrom Moisan Associated Architects, Portland, Oregon

Experience: 16 months professional; eight years paraprofessional

Education: MLIS, University of Washington; Master of Music, Peabody Conservatory of Johns Hopkins University; BA, Linfield College

First Job: Tutor for special education summer school

First LIS Job: Ziba Design

Biggest Challenge Today: Determining the most concise and unambiguous method of presenting complex information to a variety of professionals with different goals and visions.



intriguing questions. That's when we know we're doing our job right.

Q: You joined SLA as a student member in 2005. How did you get involved with the association and especially with the Oregon Chapter (ORSLA)?

I was enrolled in a distance MLIS program at the University of Washington. I learned about ORSLA through one of the school's electronic boards. The chapter was hosting a student reception, with a discussion session featuring a panel of local information specialists. It was there that I first learned about employment options outside of the public or academic library domain. When I heard librarians like Cindy Romaine discuss buying shoes in Japan for Nike as a routine task, and Gretchen Leslie of Lattice Technologies explaining her approach to competitive intelligence, I was enthralled.

A few months later, I attended ORSLA's annual dinner and met Abby Margolis, a primary researcher at Ziba Design. She spoke about the Ziba ethnographic research process. From that moment, I wanted to work at a place like Ziba.

Q: I understand you're an active chapter member.

During my last year of school, I served as the chapter's distance program representative at the university. My job was to communicate about events sponsored by the chapter to students across the Northwest. It was a great opportunity.

I also helped plan two student receptions. In fact, at the reception in 2007, I met Gretchen McNeely, one of the panel members, who mentioned that



Ziba Design has multiple consulting competencies that require Reece Dano to research a wide variety of topics. Here, he points to an industrial design and branding project for the M-Systems Memory Key.

there was an information specialist position opening at Ziba. I applied, and a few months later I was employed by Ziba Design. It's been my dream job.

Q: Have you attended any of the SLA annual conferences or participated in any of them?

I've been to the conferences in Denver and Seattle. I hope to conduct a conference presentation one day with my colleague Gretchen about topics we know well, such as scenario planning and forecasting future trends. I believe those basic strategies can apply to special libraries everywhere.

Over the last four years, I've become actively involved in ORSLA. Our members primarily reside in Portland, the communities in Corvallis, and in the Willamette Valley. Right now I'm serving

as the chapter's membership chair. The chapter is pursuing professional development opportunities and discussing new tools, like how social technology can provide better research or different insights. That topic will be in favor as we move forward.

Q: What do you think of the SLA membership?

I enjoy the openness. I remember how I was introduced to several SLA librarians at corporations across the country. They would take the time to listen and speak to me, even though I was a student. That practice has influenced me to reach out to students in our area, to foster mentorships and help them think about building new information centers and services for companies that may not know how much they need them.

I'm eager to watch how the organization will transform itself in upcoming years as we regain our technological and ideological leadership within the information economy. **SLA**



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Public Library Provides Great Starting Point

Visiting the Web site of the New York Public Library is like taking a virtual walk back through time.

BY CAROLYN J. SOSNOWSKI, MLIS

New York Public Library

www.nypl.org/digital/index.cfm

When most of us think of the New York Public Library, we probably paint a mental picture of the building on Fifth Avenue, guarded by the lions Patience and Fortitude, and the extensive network of branches and research collections. But have you taken a recent look at what the library's Web site has to offer? The text and image resources are an amazing portal into the past. There are photos from Ellis Island that date back to the turn of the 20th century, images of book jackets from the 1920s through the 1940s, portrait images from the 16th to 19th centuries, photos of early automobiles, postcards from World War I, Walt Whitman manuscripts, books scanned by Google—and all that's just for starters. You can truly get lost in this site, and it's worth considering when you have some research to do and don't know where to start.

Sacramento Bee Investigation Center

www.sacbee.com/databases/

We're accustomed to newspapers providing information about current events, the weather, and sports in both print and digital formats, but the *Sacramento Bee* goes a bit further with its online Investigation Center. The site comprises about 30 databases that help readers conduct extra research on topics that interest them most. Those who read restaurant reviews, for example, might want to visit the food facility and restaurant inspection

search. There are several crime-related databases (local and national), and one of the more popular resources is the database of state employee salaries. Although many of the databases contain local information, this site is a good resource if you need California-centric data.



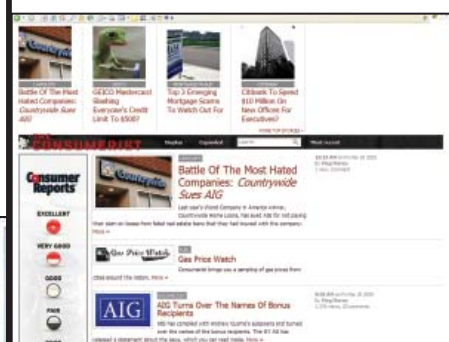
A Guide to the 100 Best Blogs (Parts I and II)

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http://technology.timesonline.co.uk/tol/news/tech_and_web/article5766783.ece

Everyone has his or her own list of the best blogs. I like this one, from the *Times Online*, because it offers a U.K. perspective on several subject areas—politics, world affairs, science, technol-

ogy, literary pursuits, and so on. In the "Thinkers" section, you'll find blogs about economics, advertising and philosophy. If the visual or performing arts is your area of research or interest, you're bound to find one or two blogs to which you'll want to subscribe. On the lighter side, there are photoblogs and a link to 50 food blogs.

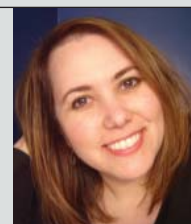


The Consumerist

<http://consumerist.com/>

This three-year-old watchdog blog was purchased earlier this year by Consumers Union, publisher of the highly-regarded *Consumer Reports*, a source for product research and reviews. The site will be independent from *Consumer Reports* but will be similar to it in that it will also carry no advertising. The Consumerist will continue to focus on providing information about the consumer marketplace, retail culture, and customer service. It's also a place for consumers to commiserate, share tips and tricks, and demonstrate the power of word of mouth. **SLA**

CAROLYN SOSNOWSKI is SLA's information specialist. She has more than 10 years' experience in libraries, including four-plus years in SLA's Information Center. She can be reached at csosnowski@sla.org.



Welcome to the New Normal

From the economy to technology to human behavior, change forces all of us to adjust to a new environment on an ongoing basis.

BY STEPHEN ABRAM, MLS

Every once in a while, someone presses the reset button and a new normal arrives. We've often heard about the proverbial frog in the pot of water that is very slowly heated to boiling. The story goes that the frog doesn't notice the incremental changes in temperature and eventually boils to death. Of course, I hear someone actually tried to do this and found that the frog jumped out of the pot when the water got too hot. So much for proverbs!

But there is something educational about this metaphor. When do things change enough for the new ways to be considered normal? When did electric light replace oil? When did refrigeration replace the icebox? How about carriages and automobiles? Snail mail and e-mail, faxes and scanned images, typewriters and computers?

I'll wager that many people still keep one view of normal in their heads long after the change to the new normal happens. For example, we still "dial" phone numbers and "turn on" televisions and "tape" shows and songs. When was the last time you actually turned a physical dial to use an electronic device?

How retro and quaint! So, I decided

to create a list of some of the things we do now that are "normal" and that we may not have consciously acknowledged as such. I suppose this is like those conversations about whether fish know they're in water. If you're so accustomed to an environment that you no longer need to keep it in your consciousness and deal with it actively, it becomes part of your autonomic behavior and, like breathing, you just do it.

I recall learning to type on a typewriter and, years later, learning to use various word processing applications. It took conscious effort at first to use the keyboard commands, and then it became simpler, with little or no need to consciously think about my finger movements. Indeed, when I switched from WordPerfect to MS Word, I was always frustrated that MS Word would irritatingly inform me that my fingers had just typed a WordPerfect command (and, I might add, in an implied tone of voice I found personally annoying and insulting).

So, are we frogs or fish? What has become normal for us that wasn't normal mere years ago? We already recognize the Web, search engines, intra-

nets and more as "normal" in special libraries. Here's a humble list of stuff that's also normal—at least to me.

Social networking. I can barely remember what life was like without Facebook, MySpace, LinkedIn, Plaxo and all the rest. I remember changing jobs under duress and losing my whole contact list. That'll never happen again. But I do worry about colleagues I can't find on these sites.

Collaboration. I've been involved in associations for more years than I care to remember and have served on countless committees. What did we do before we could share documents on blogs, wikis, and in the cloud and collaboratively edit and comment on them? I've transferred these skills to my internal company work as well as to my client relationships.

Tagging. Tagging changes the idea of a relevance algorithm to an actual recommendation from a human and not a computer. Apparently, most people tag now, although they don't call it that. They label pictures in Flickr and Web sites in Delicious. They tag people and posts and blogs and Web sites and YouTube videos in Facebook. Now my friends truly are my trusted information sharing network.

Blogging and microblogging. Can I remember when I didn't blog or follow blogs? Do I wake up every morning

STEPHEN ABRAM is vice president of innovation for SirsiDynix and chief strategist for the SirsiDynix Institute. He is the immediate past president of SLA and an SLA Fellow, and in June 2003 he was awarded SLA's John Cotton Dana Award. He is also past president of the Ontario Library Association and the Canadian Library Association. He is the author of *Out Front with Stephen Abram* and Stephen's Lighthouse blog. This column contains Stephen's personal views and does not necessarily represent the opinions or positions of SirsiDynix. Stephen would love to hear from you at stephen.abram@gmail.com.



wondering what to Tweet today? A life unexamined is partially un-lived. I now feel that I spend more time reflecting, and I store my insights and discoveries in an easy-to-find-again way.

Texting. I am not alone—ever. As long as my mobile phone is with me, people can quickly and cheaply tell me stuff. I have been welcomed to a library (by text message) as soon as I entered the door. I've been welcomed to a country as soon as I landed at the airport. I've even found my ride in an unfamiliar city in a foreign land (we were at different train stations!).

Password management. I can't believe how many passwords I need. This is my ideal killer application. It used to be magic if I could remember a few telephone numbers; now I don't have to, because my mobile phone stores them. Instead, I have to memorize passwords and IDs. Arghhh!

Tabs. I always thought the old browser style was fine. Then along came tabs with Firefox, and I was hooked. The difference it makes in the number of windows I open is amazing. It changed my surfing style so quickly.

Video. I'm amazed at how quickly VHS died and how quickly DVD is going to decline. I'm a devotee of streaming media and YouTube and Hulu (when I can get it). I think this is the proverbial canary in the coal mine for all physical formats for reading, research and entertainment. What's next?

Paranoia. You might not call it paranoia, but ask yourself how quickly you open an e-mail attachment from someone you don't know (especially someone in a foreign land). What behaviors do you exhibit when you hear the words "virus," "phishing," and "worm?" Are they the same reactions

you would have had 10 years ago? The new normal is being paranoid.

The economy. Yep, the economy. It happened quickly, but the new normal is a global economy that presents challenges to us all. On the positive side, we are in a profession that is well positioned for an information- and knowledge-based economy. Jobs are decreasing at a much slower rate in organizations that are on the knowledge side of the economy. As long as we're flexible, we're ready for the new normal.

I was once asked by a teacher to explain the difference between average and normal. I replied that average was what everyone was doing and that normal was "me." I hope you're normal in the new normal world, too. **SLA**

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Take Action to Protect Copyright

Professional associations are asking their members to take action to oppose proposed laws that would have a detrimental effect on librarians.

BY LESLEY ELLEN HARRIS

A balanced approach to copyright recognizes one of the main objectives of copyright laws around the world: to reward the creation of original works while at the same time facilitating access to this content for the benefit of society. Library associations as well as individual librarians are vocal advocates for a balanced copyright approach, as are other communities concerned about copyright reforms, including publishers, musicians and filmmakers.

Throughout the world, library associations are actively addressing copyright issues as they perceive that some proposed changes to copyright law may have negative effects on the ability of libraries to easily and quickly deliver access to content. Following is a discussion of some of the initiatives that library associations are undertaking in the area of copyright advocacy.

United States. SLA has a legislative action center that addresses issues of concern to its members. SLA also has a blog, Public Policy Connections, that provides information about advocacy actions it is taking and documents its efforts to shape industry policy and legislation.

The association's Web site provides policy tools to encourage its members to take action on various issues, including copyright law. These tools include summaries of issues and legislation, a media guide, and contact information for elected officials. The site also features alerts and updates on pressing issues affecting the industry.

A recent alert encourages SLA members to take action on a bill introduced in Congress in February. The bill, H.R. 801, the "Fair Copyright in Research Works Act," would essentially reverse the National Institutes of Health's public access policy and prevent other federal agencies from enacting similar policies.

Since the 1990s, the American Library Association (ALA) has extended its lobbying efforts beyond its typical issues of concern, such as literacy. In recent years, ALA has been active in opposing tougher copyright laws and has fought vigorously on behalf of the fair use community.

These actions have, of course, put ALA in conflict with major entertainment and publishing companies, which seek stronger rights and protection for copyright-protected works. Of

particular concern to ALA and other fair use supporters are the use of technological protection devices and the ability of libraries to disseminate information to users through digital means.

Canada. The Canadian Library Association (CLA) actively lobbies the federal government on public policy issues and especially copyright law. Recently, the CLA opposed Bill C-61, which contained proposed amendments to the Canadian Copyright Act.

The CLA issued press releases and distributed issue briefs to appropriate government units describing its position toward, and concerns about, these potential amendments. The CLA argued that the amendments did not include appropriate exceptions for libraries and fair dealing with respect to the new digital environment that exists today. Bill C-61 died when the federal election was called in 2008, but the amendments to copyright law proposed by the bill will likely arise again in the future and require the CLA to continue its advocacy efforts for a balanced copyright approach.

Non-North America. The belief that an appropriate copyright approach requires an element of balance between competing interests is the position of many library associations around the world. The U.K. Libraries and Archives Copyright Alliance (LACA), the Libraries and Information Association of New Zealand Aotearoa

LESLEY ELLEN HARRIS is a copyright lawyer who consults on legal, business and strategic issues in the publishing, content, entertainment, Internet and information industries. She is editor of the print newsletter, *The Copyright and New Media Law Newsletter* (for a sample copy, send an e-mail to contact@copyrightlaws.com), and teaches the Click University certificate program in copyright management. She also maintains a blog on copyright questions and answers at www.copyrightanswers.blogspot.com.



(LIANZA), and the Library and Information Association of South Africa (LIASA) are a few examples of library associations that recognize that the core business of libraries may be threatened by copyright reforms if the trend toward stronger protection for copyright owners continues.

A group of library associations from around the world, including the ALA, have petitioned the World Intellectual Property Organization (WIPO) regarding its copyright standards. The petition argues that WIPO, the global body involved in regulating intellectual property, has focused too much on the enforcement and protection of corporate copyright holders in the digital age. The group claims that WIPO's position has a negative impact on developing nations, individual creators and the public and fails to approach copyright enforcement from a balanced perspective that takes into account all interested groups.

Tools for Individual Librarians

The role of copyright advocacy is not solely the domain of library associations. It is also up to individual libraries, librarians and concerned members of the public to play an active role in representing their interests regarding copyright laws in their jurisdiction.

As discussed previously, library associations often provide tool kits to enable individual librarians to get involved in copyright advocacy, such as by contacting their elected officials and educating the public. SLA and the ALA and CLA provide many tools for libraries to assist in their advocacy efforts. These tools are organized by issue and disclose how to raise public awareness, speak to the media, and advocate for your library to Congress.

The Internet is a valuable forum for advocacy. For example, in Canada, opposition to Bill C-61's copyright amendments was mobilized through a Facebook page set up by a CLA

member, Michael Geist. Visits to the page, "Fair Copyright for Canada," grew from 100 on the first day to more than 90,000. Through Facebook and through videos posted on YouTube, Geist was able to quickly and effectively engage citizens on the issue of copyright law in Canada.

Ultimately, it is essential for individual librarians and library associations everywhere to continue playing an active role in the area of copyright reform. It is also essential for them to educate the public about copyright law and protect the interests of information providers.

Web Resources

The following online sources provide information and tools that librarians and other interested individuals can use to advocate for a balanced copyright approach:

- SLA Legislative Action Center (<http://capwiz.com/sla/home/>)
- SLA public policy blog (http://slaconnections.typepad.com/public_policy_blog/)
- ALA Copyright Advocacy (www.ala.org/ala/issuesadvocacy/copyright/index.cfm)
- CLA Copyright Advocacy & Toolkits (www.cla.ca/)

For more information and resources about activism and the U.S. legislative process, visit the U.S. Government's official Web portal at www.usa.gov/Contact/Elected.shtml. **SLA**

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Staff Retention: Preparing for the Recovery

Even as information center managers try to keep staff motivated and focused during the economic downturn, they must prepare for retention challenges looming on the horizon.

BY DEBBIE SCHACHTER, MLS, MBA

Recently I have been looking into staff retention and talent management issues, as I will be participating in a panel discussion of these topics at the SLA 2009 Annual Conference & INFO-EXPO. While it may seem ironic to be discussing retention issues in this time of economic turmoil and mass layoffs, the reality is that the current economic situation will not last forever.

In fact, many organizations that have already downsized, as well as those that are considering doing so, will be facing retention and succession challenges in the coming years. Given the increasing number of information professionals who are projected to retire within the next decade, several workplaces will be at risk of losing valuable knowledge and skills. The implications for knowledge transfer and retention of quality employees, particularly in light of the level of mobility among younger workers, are profound and require our profession to begin planning now.

Using Creative Approaches

Not only are organizations still failing to develop effective succession plans, but younger workers are being hit harder than older workers in this economy.

According to a recent article (Weber 2009) in *Business Week*, "The number of people aged 55 and up with jobs actually rose nearly 900,000 from the start of the recession...By comparison, people aged 25 to 54 lost nearly 2.9 million jobs." Factors such as seniority may be playing a role in this, but a number of organizations have also learned from their experiences during previous economic downturns. In the past, when large numbers of workers were offered early retirement incentives to cut costs, organizations that lost many of their older workers found themselves with diminished capacity to respond quickly once the economy improved.

This may be good news for older workers, but if we want to grow our profession and minimize knowledge drain, we must retain younger workers. How can we best accomplish this goal? Some guidance is suggested by a recent survey (*Canadian Business* 2009) conducted by Robert Half International, a recruitment and placement firm, of 270 Canadian chief financial officers. The poll found that 39 percent of them believe workers leave their positions due to lack of advancement, 23 percent because

of "unhappiness with management," and 17 percent due to lack of recognition. These results are consistent with employee surveys over the years.

Information professionals outside the United States are not immune from retention concerns. In the United Kingdom, for example, keeping valuable employees from retiring or transferring is also a significant issue. John Philpott, chief economist of the Chartered Institute of Personnel & Development, says that rather than laying off staff, businesses should plan for the future by retaining staff. Not only are there significant costs to layoffs or early retirement packages, he says, but staff reductions leave organizations in a vulnerable position when the economy begins to recover.

Retaining staff, however, doesn't preclude organizations from realizing some savings in their payroll budget. Using creative approaches to reduce the expense for staffing, while still retaining as many positions as possible, may be an option. According to Philpott, there are ways to retain staff while realizing significant cost savings, including reducing work hours, freezing pay, cutting wages and instituting sabbaticals. The *New York Times* also has reported on this growing trend, which it calls "furloughing," and has even put a positive spin on it by presenting it as a means of addressing work-life imbalances. Those who may not be able to afford a reduced salary, however, may question the benefits of this trend.

DEBBIE SCHACHTER is director of technology and collection management for the Vancouver Public Library, where she has responsibility for library systems, technical services, and collection management for a 22-branch library system. She is president of SLA's Western Canada Chapter and has more than 18 years experience in a variety of nonprofit and for-profit settings, including news, legal and social services organizations. She can be reached at dschach@telus.net.



In any event, the sheer volume of recent discussion about employee retention and the focus on workforce planning are both significant, especially considering the high number of layoffs in recent months. At the same time, even organizations that are not downsizing are likely facing a high level of staff anxiety due to the general economic situation. Dealing with staff concerns while trying to maintain a stable environment and retain key employees requires managers to be resourceful and creative.

Enhancing Employee Engagement

As uncertainty grows, clear and frequent communication is essential. The information center manager needs to convey all relevant information originating from the executive level and elsewhere in the organization, particularly during crises. Maintaining effective communication and showing that you value input from

your staff will lead to improved decision making when the need to cut costs occurs. This strategy will also lay a longer-term foundation for enhancing employee engagement and improving performance (Blausten 2009).

Employee engagement is critical to maintaining staff buy-in and reducing anxiety. It is also an effective means of gathering information and input that can translate into cost savings for your information center. Ensuring that staff are focused on organizational objectives is always relevant and is all the more important when there is a clear financial need for layoffs or budgetary cutbacks.

Because staffing usually comprises the largest share of information center budgets, being creative and proactive in seeking ways to reduce this expense is critical. Being creative with less money is a skill that information professionals need to learn, as they will be facing lean budgets and retention challenges for some time. Plan

for the worst case and be prepared to cut in areas that cannot be sustained. Addressing short-term crises while keeping a longer, more strategic focus is one way to make the best decisions for the overall organization. This approach will also help you be better prepared when the economic situation improves. **SLA**

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It's Time for Core Competencies and Excellence

Economic downturns reduce the margin for error and place a premium on essential business qualities: excellent performance, ethical conduct, and product and service value.

BY JOHN R. LATHAM

I doubt I was alone on that memorable inauguration day in hoping that Aretha Franklin would complement her magnificent hat with a matching rendition of "Respect," but it was not to be. The first two lines of that classic Aretha hit are memorable: "What you want, baby, I got it. What you need? You know I got it."

These two lines could, I think, be a new anthem for information professionals. The message might be simplistic, but it's the core of our mission when stripped to its basics. "What you want" and "what you need" are basically what we offer to our clients.

And they're in vogue. "Back to basics" is becoming the new mantra for many organizations in these difficult economic times. Back to basics, however, should not mean going back to old systems and services unless there is an excellent reason for doing so. I recommend you take a long, hard look at your library or information center's mission, identify its core components, and concentrate on improving them.

These core components may well have to change as the priorities of your organization or institution shift. Retrenchment does not prohibit change; in fact, an economic downturn may just be the time to incorporate changes to streamline the delivery of your products and services, suspend those that are no longer of immediate value, and perhaps introduce new ones. Before making these changes, however, you will need to have a clear understanding from senior management of what your orga-

nization is now trying to accomplish so you can ensure that your products and services continue to be exactly what your users need to achieve their goals and objectives.

I also recommend you use the recession to prepare the groundwork for the better times ahead. Take a fresh look at your competencies and skill sets (and those of your staff), enhance them where necessary, and put them to use achieving your goals. If you are experiencing down time or cutting your training budget, take advantage of the free online courses and Webinars available to SLA members through Click University. Keep your staff involved in all these processes, identify what you see as possible options, and encourage them to offer alternatives. And don't hold back from addressing the possibility of layoffs—you'll gain respect by being open and honest.

Focusing on Excellence

Ethics in the political and financial arenas seem to be in short supply nowadays. Your reputation for competence, ethical behavior and professionalism must never be in doubt and should permeate every aspect

of your work. Gaining the respect of your peers, your subordinates, and your customers should be your major goal. Capitalize on this reputation, but make absolutely sure it is deserved and proven.

Excellence requires competence and focus. Processes must be evaluated for importance and success using a matrix that incorporates these criteria and assigns them numerical scores if possible. From these scores, you can establish which ones need improvement most urgently, which are in good shape, and which are not very important. This is helpful when looking at a multitude of processes and trying to pick out the ones to address first.

Measuring performance is not easy, but it is important that the data be collected. Measuring may involve new types of Web-based statistics and exit surveys or more detailed research. The data may also help to isolate problems sooner rather than later.

Survival is a daunting prospect, so it is absolutely essential that you focus. You cannot do everything at once, so set one or two priorities, stick to them, and put a time limit on any decisions to be made. Focus on your daily routines by listing two or three important tasks to accomplish. Multi-tasking may be fine, but going back to basics requires that you concentrate on what you are doing. **SLA**



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For more information on these SLA online seminars, and to register, go to www.sla.org/clicku.

MAY

7
How Social Is Your Web Site?

14
**SLA Presents:
Ask the Copyright Experts!
Hot Issues in Copyright**

20
**The World Is at My Doorstep ...
and the House Is a Mess:
Putting Our Information in its
Place in the Digital Age**

REPLAY WEBINARS:

COMPETITIVE INTELLIGENCE

6 APRIL – 1 MAY
**CIC08: Competitive Intelligence
Analysis: Fundamental Frameworks**

11 MAY – 29 MAY
**CIC13: Establishing and Managing
the Intelligence Program**

COPYRIGHT MANAGEMENT

21 APRIL – 8 MAY
**CCM500: Library and Special
Library Copyright Issues**

18 MAY – 5 JUNE
**CCM300: International Copyright
Law Principles**

KNOWLEDGE MANAGEMENT

20 APRIL – 8 MAY
**KMK504: The Customer Focus:
CRM for Knowledge Services**

For information on these and other Click University courses and seminars, including new classes on copyright, see www.sla.org/clicku.

OTHER EVENTS

MAY

2-7
PIUG 2009
Patent Information Users Group
San Antonio, Texas, USA
www.piug.org/2009/an09meet.php

4-5
SIAA NetGain 2009
Software and Information Industry
Association
San Francisco, Calif., USA
www.siaa.net/events/prereg.asp?eventid=1085

6-10
**International Conference on Enterprise
Information Systems**
Institute for Systems and
Technologies of Information, Control
and Communication (INSTICC)
Milan, Italy
<http://www.iceis.org>

12-13
Enterprise Search Summit
Information Today
New York, N.Y., USA
<http://www.enterprisesearchsummit.com/2009/>

15-20
MLA 2009 Annual Meeting
Medical Library Association
Honolulu, Hawaii, USA
www.mlanet.org/am/am2009/

17-20
IUG 2009
Innovative Users Group
Anaheim, Calif., USA
<http://conferences.innovativeusers.org/>

18-21
**International Conference on Open
Repositories**
Georgia Tech Library and Information
Center
Atlanta, Ga., USA
<https://or09.library.gatech.edu/>

22-23
The Ethics of Information Organization
University of Wisconsin-Milwaukee
and Milwaukee Public Libraries
Milwaukee, Wisc., USA
www.uwm.edu/dept/sois/cipr/ieethics.html

25-30
Libraries in the Digital Age
Inter-University Centre and
University of Zadar
Dubrovnik and Zadar, Croatia
www.flos.hr/lida/

26-29
IASSIST/IFDO 2009
International Association for Social
Science Information Service and
Technology and the International
Federation of Data Organizations for
the Social Science
Tampere, Finland
www.fsd.uta.fi/iassist2009/

26-29
**Qualitative and Quantitative Methods in
Libraries International Conference**
Chania, Crete, Greece
www.isast.org/

28-30
37th Annual CAIS/ACSI Conference
Canadian Association for Information
Science/L'Association canadienne
des sciences d'information
Ottawa, Ontario, Canada

JUNE

15-16
Web Content 2009
DUO Consulting
Chicago, Ill., USA

15-19
Joint Conference on Digital Libraries
ACM SIGIR, ACM SIGWEB, and
IEEE-CS TC DL
Austin, Texas, USA
www.jcdl2009.org/

AUGUST

8-11
**2nd International Conference on
Computer Science and Information
Technology**
Beijing, China
www.iccsit.org/

23-25
Salford Data Mining Conference 2009
Salford Systems
San Diego, Calif., USA
<http://salforddatamining.com/>

23-27
IFLA 2009
World Library and Information
Congress
Milan, Italy
www.ifla.org/iv/ifla75/index.htm

31-1 Sept.
Kaleidoscope 2009
International Telecommunication
Union
Mar del Plata, Argentina
www.itu.int/ITU-T/uni/kaleidoscope/2009/

OCTOBER

7-9
**CENTERIS 2009: Conference on
ENTERprise Information Systems**
Polytechnic Institute of Cávado and
Ave and the University of Trás-os-
Montes e Alto Douro
Ofir, Portugal
<http://centeris.eiswatch.org/>

12-14
LIANZA Conference 2009
Library and Information Association
of New Zealand Aotearoa
Christchurch, New Zealand
www.lianza.org.nz/events/conference2009/

14 - 17 JUNE 2009

SLA Annual Conference
Washington, DC, USA
www.sla.org
Keynote speaker:
General Colin Powell

12-16
**International Conference on Dublin
Core and Metadata Applications**
Dublin Core Metadata Initiative
Seoul, Korea
www.dc2009.kr/

15-16
People in the Information Profession
CAVAL
Melbourne, Australia
www.caval.edu.au/hrconference.html

16-18
**Digital Labour: Workers, Authors,
Citizens**
Digital Labour Group, University of
Western Ontario
London, Ontario, Canada

27-30
**International ACM Conference on
Management of Emergent Digital
EcoSystems**
Lyon, France
<http://sigappfr.acm.org/MEDES/09/>

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PREVIEW OF SPECIAL EVENTS AT SLA 2009 IN WASHINGTON, D.C.



SUNDAY, 14 JUNE

INFO-EXPO Grand Opening

12:45 p.m.

Grand opening giveaway prizes: **two Amazon Kindle 2**.
You must be present to win.

INFO-EXPO "International" Networking Reception

3:00 p.m. – 5:00 p.m.

Featuring: a *Taste of D.C.*

Wine bars sponsored by: Thomson Reuters businesses



Opening General Session and Awards Presentation

5:15 p.m. - 7:15 p.m.

Featuring keynote speaker:

General Colin Powell,
former Secretary of State

Sponsored by:
Dow Jones & Company

SLA Centennial Reception

7:30 p.m. - 9:00 p.m.

Join SLA for a reception celebrating the Centennial.

MONDAY, 15 JUNE

SLA Alumni & Student Connect

6:00 p.m. - 7:30 p.m.

Renew acquaintances and meet new friends.

TUESDAY, 16 JUNE

SLA Salutes! Awards and Leadership Reception

7:30 p.m. - 10:00 p.m.

Ticketed Event # 830

Price: US\$ 75

Sponsored by: John Wiley & Sons

WEDNESDAY, 17 JUNE

SLA Closing General Session and Membership Meeting

12:30 p.m. - 2:30 p.m.

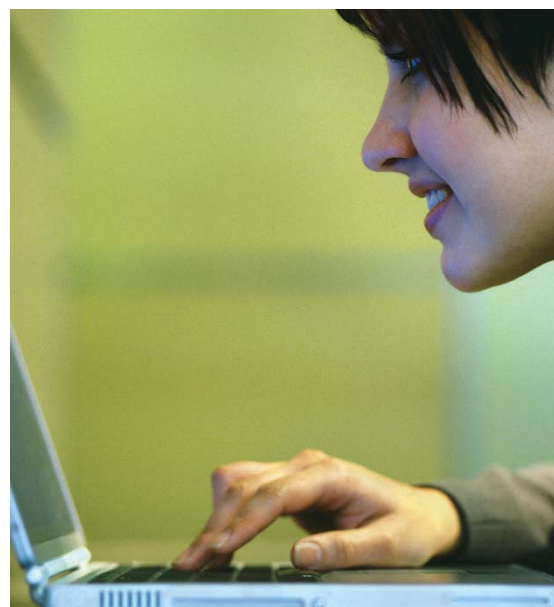
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